# S&MM
## SALES & MARKETING MANAGEMENT

JANUARY 12 1981
A BILL PUBLICATION
TWO DOLLARS


AN S&MM SPECIAL SECTION
**Trade shows get respect**
Page 55.

1/16/81 C 1200-1 U

*Apple Computer's marketing vice president, Steven P. Jobs*

*Brown-Forman Distillers' president, W.L. Lyons Brown Jr.*

*Dana Industrial Marketing's vice president, John H. Neff*

## Grand Awards

- ☐ Apple Computer
- ☐ Brown-Forman Distillers
- ☐ Dana Industrial Marketing

The sales and marketing leaders of 1980 are Apple Computer, which profited by shifting its focus from hobbyists to professional users; Brown-Forman Distillers, which increased market share for its premium-priced brands while introducing line extensions of its popular wines; and Dana Industrial Marketing, which deployed skilled sales engineers to build volume and enter new markets.

# S&MM's Annual Awards Issue

## Distinguished Awards

☐Amweld Building Products ☐Minnetonka
☐Anixter Bros. ☐NBI
☐Kroy Industries ☐Peoples Drug Stores
☐Texas International Airlines

## Excellence Awards

The 23 companies that turned in top performances in critical aspects of sales and marketing.

## Business Executives' Dining Awards

The top 100 restaurants in the U.S. and Canada, as selected by S&MM readers in our annual poll.

**Plus S&MM's Special Citation to entrepreneur Jim Ryder of Jartran**

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# S&MM's Annual Awards Issue

**GRAND AWARDS**
**DISTINGUISHED AWARDS**
**EXCELLENCE AWARDS**
**SPECIAL CITATION**

For outstanding achievements in 1980, based upon the following: general marketplace innovation / sales and profit performance / competitive standing / entry into new markets/ product introduction / advertising and promotion / training and motivation / compensation and incentives.

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**An S&MM Special Section: Audiovisual Equipment.** As AV gets more versatile, even small companies are trying out complete systems and discovering that they can make the sales effort more effective. Another highlight: an exclusive S&MM survey on AV in selling. Feb. 2.

**Survey of Selling Costs.** New features enhance the 1981 edition to help marketers contend with rising field sales costs. Included are data on what companies actually pay per month for such basic expenses as meals, entertainment, lodging, and the like. Feb. 23.

## For this issue only

Because of the space devoted to the Annual Awards, our Short Takes, S&MM Barometer, S&MM Predicts, Marketing Newsletter, and Industrial Newsletter, which usually precede our feature articles, are not included in this issue. Also, we are omitting the following departments, which usually follow our features: Advertising, Books, Changes in the News, Compensation, Cooperative Advertising, Customer Service, International Newsletter, Jaundiced Eye, Market Analysis, Marketing Research, Meetings, On the Road, Sales Force Management, Sales Strategies, Significant Trends, and Tough Customer. Awards, Et Cetera is substituted for Marketers, Et Cetera.

AN S&MM SPECIAL SECTION

# TRADE SHOWS GET RESPECT

1981 will see marketers using more than 9,000 trade shows nationally—double the number held just five years ago—to achieve such objectives as introducing new products, passing along new technical or professional information, and, especially, finding new customers. But now the question is: How productive are these shows?

AN S&MM SPECIAL SECTION

TRADE SHOWS GET RESPECT

## For trade shows

# 'Not being there is a negative'

By ARTHUR J. BRAGG
Senior Editor

Charlie Champlin, manager of incentive sales for Faribault Woolen Mill, Faribault, MN, has changed his mind about trade shows. "They used to be a nice break from day-to-day business," he says. "Now they are so important that we plan them to the 'nth' degree." And, he adds, they're becoming an increasingly important part of Faribault's marketing budget.

Champlin praises trade shows for a number of benefits, but none so important as sales leads. "We establish very specific goals for each show and have no more than three or four goals per show. For example, we may want to see 30 excellent leads. And we monitor our achievement."

Each lead obtained is written up formally; later each is sent a letter and appropriate catalogue materials (Faribault has six different form letters for follow-up). A copy of the letter dispatched to the lead is sent to the appropriate rep with a tear-off, postage-paid form. Each rep is invited to comment on the value of the lead. Currently, Champlin gets about a 40% return on the forms; he also keeps an annual record of lead results to help him in his budgeting.

Champlin, who sells through independent reps, insists that his salespeople work as hard at shows as he does. "I make sure that they don't just say, 'Can I help you?' Also I train salespeople to 'pitch and close'—don't just chat." He also sees to it that each of his salespeople spends at least one hour in his booth, putting him at variance with the majority of managers selling through independent agents who don't want the

*(continued on page 58)*

### More than just another pretty face

*Handsomeness counts—but how well its exhibit suits a company's specific goals for a show counts even more. In the National Trade Show Exhibitors Assn.'s opinion, these three exhibits excelled. From left: a 1978 Kodak Ektachem booth (judged best in the 400-sq.-ft.-or-under category), Teradyne's 1979 NEPCON West Show booth (401–1,600 ft.), and last year's Kodak booth at the National Micrographics Assn. Show (over 1,600 ft.).*

## Against them

# 'Big companies don't need them'

This year, Jack Wellington will realize a long-cherished ambition—he'll be a no-show at the National Premium Incentive Show in Chicago. Wellington, who is national premium accounts manager at Canon Calculator Div., is one of the more vociferous members of what might be called the I-Sell-at-Trade-Shows-But-I-Hate-Them Club. His dislike of shows runs deep.

"I am convinced," he says, "that most of the shows today are created for show committees, not for the exhibitors." He believes that that explains what he calls "the absolute plethora of shows now being put on." He also berates shows as "expensive and getting more so all the time" (see page 61). And he believes that the two electronics shows and two consumer products shows he attends each year have become boring for everyone.

"It is terrifically difficult to generate excitement at a show that is held twice each year," he says. "We don't come out with new products all that often. Who does? We have found that customers don't like having to attend two shows put on by their industry each and every year. Some don't want to attend, period. They feel that if there is anything important going on, we'll come to them." Although figures on attendance, as well as those on space, as reported by managers of shows, are increasing (see charts, page 60), Wellington argues that attendance at the shows he attends is off.

"Shows are only valuable for companies with a low profile, the small companies. Big ones don't need them. I am for one show per year only." Toward that end, his management recently decided that it will not

*(continued on page 59)*

# TRADE SHOWS GET RESPECT

## For trade shows

*(continued from page 56)*

agents inside their booths. "This gives me a chance to observe him sell and so that he can observe me." Salespeople are also instructed to try and lure their most important customers into attending a show whenever possible.

Champlin's high regard for trade shows is shared by many. Management at Clark Equipment's Transmission Div. values them as one of the best methods of getting fleet operators and truck dealers to specify their products. Kraft, Inc., managers say that they are ideal in keeping food retailers aware of both the company's long history as a major supplier and its promotional sales-support programs, and managers at Monsanto Enviro-Chem Systems say they are a vital tool in the company's attempts to broaden its market. Giddings & Lewis salespeople's opinion of the International Machine Tool Show is summed up by this statistic: 1,089 qualified leads, a rise of 110% over previous business. (For another company highly enthusiastic about that show, see page 64.)

Another marketer who is high on shows is Piper Aircraft's meetings manager, Michael L. Foust. Reason: the 15 shows Piper teams (made up of sales, marketing, and product-support personnel, sometimes when the show is especially important numbering as many as 30 people) attend are a major link with the company's distributors. "Also, we derive a phenomenal number of leads from shows," Foust declares, particularly the annual event staged by the National Business Aircraft Assn. In fact, Piper's dedication to shows extends to sending its people to gatherings of physicians, nurses, home builders, and other potential buyers of small aircraft.

"We always involve the local distributor, and in advance of some of the shows, we promote our appearance in trade publications and occasionally in the local media, including TV," Foust says. Piper, he notes, always builds its exhibit around the product, whether it is wholly new airplanes such as this year's Cheyenne II, or updated ones. Aircraft are shown off in either a "static display" in the exhibit hall or are available for actual demonstration flights with potential customers aboard.

Another reason why Foust likes shows is "they give us a chance to visualize the actual state of the art in our industry, giving us knowledge about our competition."

As the cost of making a field sales call climbs each year, many are finding that trade shows can be an effective way to help manage that cost (although the cost of making a face-to-face contact with a qualified trade-show visitor is, itself, up; the Trade Show Bureau's latest survey, for 1979, reveals that that figure has risen to $56.88).

Ekco Housewares marketing manager Elliot Black, a 25-year veteran of shows, notes that the five his company attends each year especially reduce the costs associated with approaching new prospects. "Approaching the new prospect in the field is one of the most expensive kinds of sales calls for us, considering the amount of special preparation that kind of call entails," Black says. "Trade shows bring the new prospect to us—and that's certainly more efficient.

"True, the quality of the 'call' made at a show is less. So the contact made at a show is done in conjunction with the field call made later—that's when we tend to actually make the sale." Another benefit Ekco gets out of its shows, Black notes, "is a much closer relationship with our existing customers. A show permits you to let your customer see more of your 'whole picture' than a salesperson can do sitting in the customer's office." Says Black, "I'm convinced that being at a trade show is not necessarily a positive—but not being there is certainly a negative." S&MM

## The show that ate Chicago

One significant trend in trade shows is that there are more of them—an estimated 9,000 will be held in the U.S. this year, including the newly popular regional shows. Another trend is to make the shows bigger than ever. The winner in that category is the 1980 International Machine Tool Show (IMTS-80), put on in Chicago for 10 days last September by the National Machine Tool Builders Assn., McLean, VA. Some of its statistics:

- 1,143 companies from 32 different countries exhibited
- 800,000 square feet of exhibit space
- 18,000 tons of machinery and equipment, worth $500 million
- Three different exposition facilities: McCormick Place East, McCormick Place West, and the Conrad Hilton Exhibition Halls
- 105,941 attendees
- 61% of the visitors said they made a final purchasing decision at the show; the value of those sales: an estimated $800 million.

## Against them

*(continued from page 57)*

exhibit at the Chicago premium show in October, an event it usually sends four or five people to (Canon's team for the two electronics shows numbers 25). "The trouble with our not being in Chicago," Wellington says, "is that people—competitors—will say that we're hurting financially. What I'd like to do is get friendly enough with our competition to get them to agree together not to go to the show."

Wellington says that exhibitors' problems with I&D (installation and dismantling) companies are another turnoff. In an article for S&MM (Feb. 5, 1979), Barton M. Lewy, who heads The Display House, a Philadelphia exhibit-design house, indicted the I&D firms and others for a long list of "horrors" committed against exhibitors. Asked to give his opinion of the situation now, Lewy suggested instead that his list be reprinted. Here it is, in part:

- Phony insurance claims by I&D firms against truckers
- Grossly careless service by drayage firms
- Erratic labor charges passed along to the exhibitor
- Failure to follow up on such details as complete shipments and clean exhibit areas
- Careless dismantling and repacking after the show.

(Lewy's article prompted a response from a former president of the National Assn. of Exposition Managers, Rudy Lang (S&MM, Apr. 9, 1979), who noted, "The ultimate responsibility . . . has to be the exhibitor's.")

Another outspoken foe of trade shows, although his marketing program last year included appearances at 6 major shows and 10 smaller ones, is Burton L. Salomon, president of institutional sales for Manhattan Industries (one of its products: Manhattan shirts). Salomon's chief complaint is the increasing costs of participating in shows, especially booth rentals and those for services rendered by show managements. "They're now even charging you to bring your freight into the exhibit hall itself—they used to do that for you free," he says. But Salomon's outrage hardly stops with costs.

Says he, "Everything nowadays is done for the show management, not for the exhibitors. The only other ones to get anything out of trade shows are the hotels and the prostitutes. Also, the pilferage is abominable, and it is the show people themselves who are doing the stealing. We had five to ten items stolen at a recent show alone. Show management knows that it is going on and they're not doing a thing about it."

He adds, "The trend now is that the shows seem to come on top of one another, especially in January and February. We have found that the expense involved in travelling to shows is so great that a lot of us here are now staying closer to home, attending the regional shows instead, where it is not necessary for us to stay at a hotel."

If Salomon is so dissatisfied with shows, why does he continue to use them so aggressively? Well, that may change. Like Canon Calculator Div., Manhattan Industries has just elected to drop one show from this year's schedule. More could follow. Says Salomon, "Manhattan Industries as a whole is reviewing its participation in shows."

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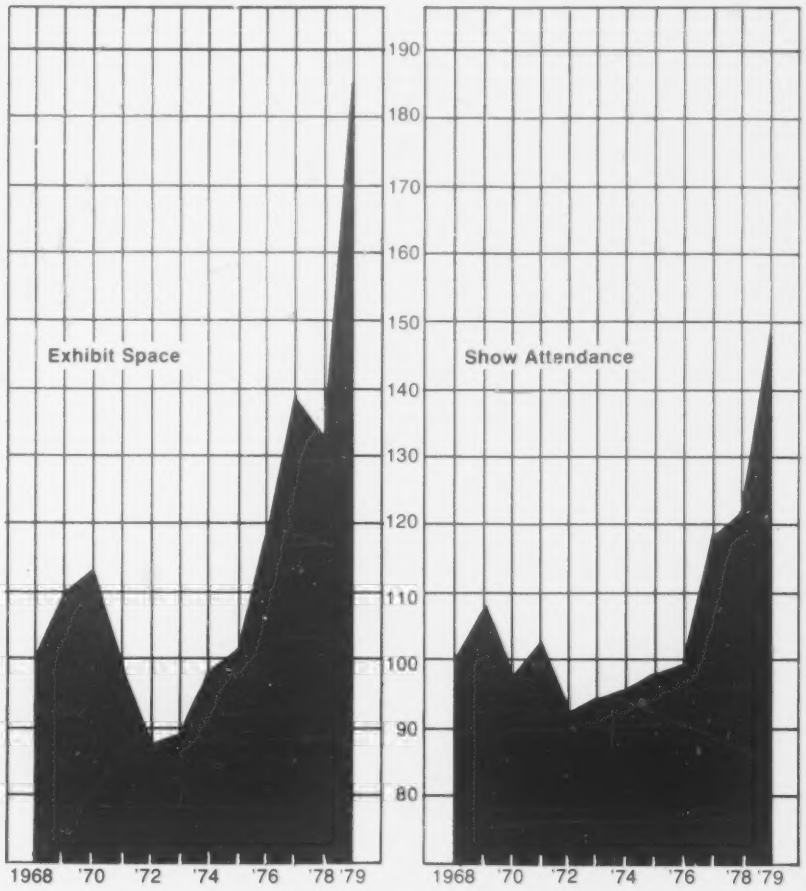
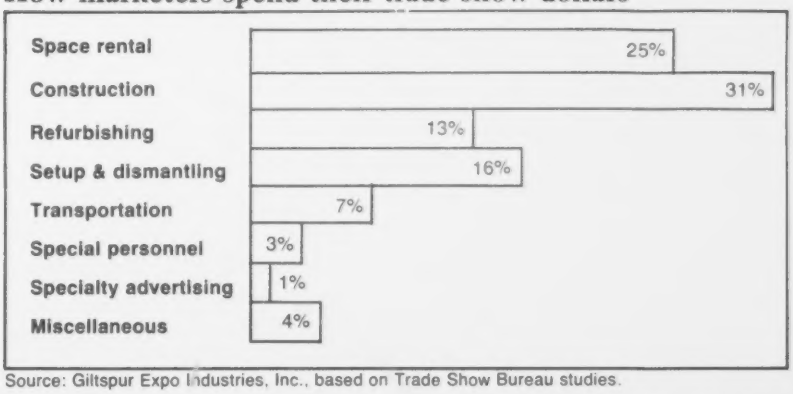
# TRADE SHOWS GET RESPECT

## The growth of trade shows




## How marketers spend their trade show dollars




Source: Giltspur Expo Industries, Inc., based on Trade Show Bureau studies.

## Costs: What suppliers have in store for exhibitors

Each year, the National Trade Show Exhibitors Assn. (NTSEA) surveys firms supplying the goods and services which go into the exhibit manager's budget to learn which charges are likely to rise. Shown below are what marketers can expect to pay this year vs. last year. NTSEA publishes the full results of its research in its *1981 Budget Guide*, which also shows marketers how to track exhibit expenses and how to develop estimating trends useful when planning future budgets. Copies of the *Guide* are available for $25 to nonmembers; order from the National Trade Show Exhibitors Assn., 4300-L Lincoln Ave., Rolling Meadows, IL 60008. Payment must accompany the order.

| | Number of Responses | Range of Projected Increase | Most Frequently Reported Figure |
|---|---|---|---|
| **Exhibit design & construction** | | | |
| Design & detailing | 55 | 0–30% | 0% |
| Shop construction materials | 56 | 0–200 | 10 |
| Shop construction labor | 56 | 0–30 | 10 |
| **Transportation** | | | |
| Freight | 37 | 0–50 | 10 |
| Drayage | 27 | 0–50 | 10 |
| **Show services** | | | |
| Carpenter labor | 39 | 0–20 | 10 |
| Electrician labor | 21 | 0–20 | 10 |
| Plumbing labor | 9 | 0–20 | 10 |
| Janitor labor | 14 | 0–20 | 0 |
| Photographer fees | 12 | 0–20 | 0 |
| Guard service fees | 9 | 0–20% | 0% |
| Florist fees | 8 | 20–10 | 0 |
| Furniture & equipment rental | 30 | 60–25 | 10 |
| Audiovisual equipment rental | 22 | 0–25 | 0 |
| Projectionist labor | 15 | 0–25 | 10 |
| **Other** | | | |
| Presenters, live talent | 12 | 0–30 | 0 |
| Hotel accommodations | 17 | 0–40 | 0 |
| Air travel | 17 | 0–40 | 10 & 20 |
| **Space utilization** | | | |
| Exhibit space rental rates | 15 | 0–20 | 0 & 10 |

Source: NTSEA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TRADE SHOWS GET RESPECT

# Heeeere's Schiff Bio!

The problem facing Frances Scerbo, vice president of Schiff Bio Foods, was the same every marketing person must solve when attending a major trade show: how to stimulate interest in the booth and the products. Scerbo's solution was a first in the health foods industry: Schiff reached its audience in hotel rooms via closed circuit TV programs.

The event was the July convention of the National Nutrition Foods Assn. (NNFA), held at the Hyatt Regency Hotel in Chicago. In May, John Gilbert, the new president of Schiff Bio Foods, and Scerbo met with Ted Klein & Co., a New York public relations firm, to explore ways to increase sales and make a significant impression.

"We looked at several options," Klein says, "but it seemed to me that the hotel's closed-circuit TV system afforded us the ideal vehicle to reach the people attending the convention. We decided that Schiff would sponsor a daily interview program and Frances would be the anchorperson for the shows."

Commercials were taped only ten days before the convention in a health-food store in Hacksensack, NJ, near Schiff's headquarters in Moonachie. The advance time, although short, allowed for some animation and titles.

Every day, from 6:00 to 7:00 p.m. and again at 11:00 p.m. to midnight, a TV program consisting of interviews with well-known health-food personalities at the convention, interspersed with Schiff commercials, was broadcast to each room.

The spontaneity and timeliness of the program, each taped the morning of the telecast, gave the viewers the opportunity to hear about the new Schiff products and follow it up with a visit to the booth.

Gilbert says that the result "was just what we hoped for. We were able to come to Chicago with a new way of bringing the Schiff message to the industry. We will try to improve some of the technical aspects

*This article was written by Alan Caruba exclusively for S&MM. A member of the International Assn. of Business Communicators, Caruba is based in Maplewood, NJ.*


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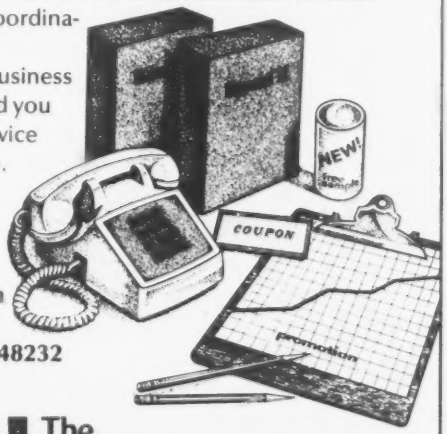


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when we do this next year, but we will not change the format of the programs in any major way."

Total attendance at the convention came to more than 5,600. Thus, the cost of the entire project was estimated at approximately $3 per viewer contact.

## At presstime . . .

Few issues generate more controversy in trade show circles than auditing the shows—the verification of the number of attendees, sometimes done in connection with a survey or profile of the audience. Those who like audits call them an invaluable tool in determining in advance if a particular show will be worth the investment; those who don't like them attack them as being often inaccurate and therefore worthless. Nonetheless, virtually every show is now audited by someone, either its management, exhibitors, the industry involved, one of the trade show industry organizations, or an outside audit company.

S&MM learned just as this Special Section was going to the printer that the Exposition Audit division of Business Publications Audit of Circulation, Inc. (BPA), New York City, is ceasing operations. Begun in 1972, the division last year audited 60 shows, including the National Housewares Exposition and CONEXPO, staged by the Construction Industry Manufacturers Assn. Exposition Audit's services consisted of verifying that registered attendees actually appeared at the shows and classifying actual attendees by their job titles or functions and their geographical locations.

Joe Foley, the new BPA president, noted that his board of directors had decided that the BPA should not invest the additional funds to expand the division's marketing efforts announced recently. He called on the trade show industry to create "an independent organization within itself" to audit shows.


In 1980, Electri-Card direct response post-cards were mailed out for the first time. And the returns have been overwhelming. Advertiser comments include: "The response to Electri-Card has been outstanding." "We feel we are reaching a different level of readers – the guy doing the work." "The cards generated hundreds of leads." And "We have received 709 replies." In 1981 three Electri-Card mailings will be made to 46,700 electrical contracting owners, executives, managers, and key employees. People who will spend almost $8 billion on electrical materials and tools. To find out more about Electri-Card write Electrical Contractor magazine, 7315 Wisconsin Avenue, Washington, D.C. 20014. Phone (301) 657-3110. Use Electri-Card. Look forward to many happy returns. ElectricalContractor

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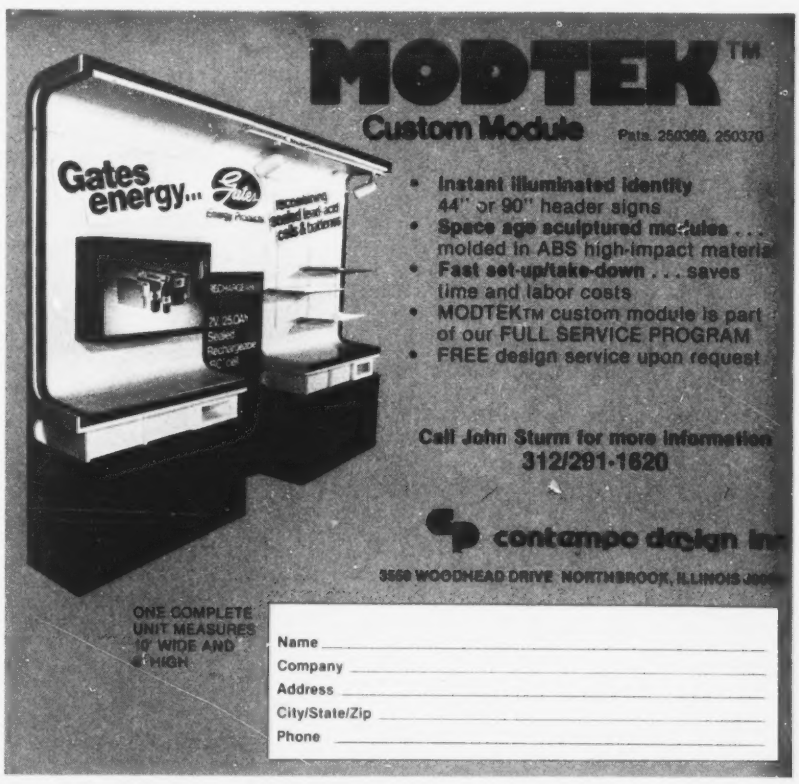
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TRADE SHOWS GET RESPECT

# Ex-Cell-O does it by the numbers

Ex-Cell-O Corp., Troy, MI, tapped last September's IMTS '80 (the International Machine Tool Show) for record sales. Its "secret": working with Kitzing, Inc., a Chicago trade show marketing agency, the company devised a separate sales and marketing program for the 10-day, Chicago show and implemented it one step at a time.

**Phase 1.** Preshow activity included mailings coordinated with the bold graphics of the exhibit. Some 24,000 announcement invitations were mailed to prospective and current customers all over the world, and 500 personalized letters on Ex-Cell-O show letterhead were sent to a select group of prospects. Another 500 invitations to Ex-Cell-O's hospitality suite went out on show letterhead.

Also, a preshow sales training workshop was tailored for Ex-Cell-O's selling situation at the IMTS. Attended by 75 top personnel, from regional managers to technical engineers, the workshop involved all of the participants in critical role-playing examples with how-to's for effective selling at the show. A review session the day before the show encouraged each man to set his own sales objectives and review the qualifying and sales techniques introduced at the previous one-day workshop.

**Phase 2.** Show activity concentrated on reaching the two objectives Ex-Cell-O's Machine Tool sales and marketing executives had set. Objective 1: Obtain 2,000 qualified sales leads during the show. Objective 2: Obtain $5 million in sales commitments resulting from show sales activity.

Moreover, a motivational program was mounted during the show to stimulate and monitor the sales activity. At a breakfast meeting every day, sales leads from the previous day were reviewed.

More than 3,500 qualified sales leads were obtained at the show; 983 of those specifically requested a quotation or sales call. Ex-Cell-O surpassed its first objective by 75%. To date, $4.4 million in machine tool sales have been committed, and a sales follow-up program is still in full swing.

**Phase 3.** Postshow follow-up of those 983 qualified sales leads involves tracking them in the field for six months. Leads have been distributed both to Ex-Cell-O salesmen and its 150 distributors. The program is monitored by regional sales managers and administered by Kitzing, Inc. There is continual feedback and recognition for sales achievements after each of the reporting periods. S&MM


Lightning is limited, but only by your imagination.

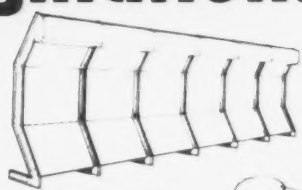
Lightning is an 8-ft. tall, 10-ft. wide, aluminum framed, 3 unit display that packs into 4 portable, high impact ABS plastic "Custom Carriers" each weighing about 60 lbs.

So lightning can strike anywhere.

And once you get beyond the statistics, the ideas will come as quickly as—well you know.

Imagine a display that comes with copy panels with different graphics, that can be easily flipped for 2 different looks and 2 different stories.

Imagine just one 3.3-ft. unit in a museum, a restaurant, a hotel, an airport, a bank or you name it.



Imagine 12 panels stretched out to 40-ft. in a trade show.

Imagine one huge graphic. Illuminated.

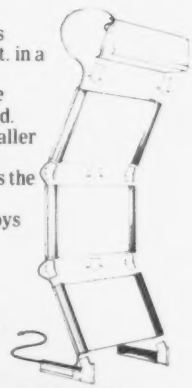
Or framed by smaller graphics.

Lightning startles the eye, exhausts the imagination, and toys with the emotions.

Lightning is electrifying.

Lightning, like a bolt out of the Blue Thumb Company.

Call or write for complete details.



LIGHTNING™ EXHIBIT SYSTEMS

FROM THE BLUE THUMB COMPANY. 5247 SAN FERNANDO ROAD WEST, LOS ANGELES, CA 90039. PH. (213) 240-6041

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